

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Continental-Teves

#### Virginia's A.L. Philpott Manufacturing Extension Partnership

#### Continental Teves Puts The Brakes On Downtime

##### Client Profile:

Continental Teves, N.A is a leading supplier of quality automotive systems contributing to driver safety, comfort, and convenience. The Culpeper, Virginia plant is responsible for the manufacture of total brake and chassis systems and components supplied to the global automotive industry, and employs over 200 workers. Continental Teves is a publicly traded corporation with American headquarters in Michigan and world headquarters in Germany.

##### Situation:

Continental Teves asked Virginia's A.L. Philpott Manufacturing Extension Partnership (VPMEP), a NIST MEP network affiliate, to host a series of Lean 101 workshops aimed at extending awareness and understanding of lean methodologies among the company's leadership and employees. During the workshop, VPMEP addressed real-time production issues. A previous value stream map identified a bottleneck at the CNC machining centers that created excessive downtimes at changeover.

Plant management decided to strive for maximum productivity from existing operations by minimizing these set-up times at changeover. They also decided to improve plant performance to be more competitive. Continental Teves requested VPMEP's assistance to help reach its goals.

##### Solution:

VPMEP made a two-fold effort to aid Continental Teves. The company's primary objective was to reduce set-up times for bottleneck processes, while increasing plant capacity and improving flexibility by allowing quicker changeovers between products. VPMEP sent in an experienced set-up reduction team to provide on-site analysis, followed by orientation, education, and implementation of a proven methodology for successful set-up reduction initiatives.

Continental Teves secondary objective was to address a human resource issue of internal leadership training. Author and VPMEP partner Emily Sterrett led a supervisory training program called "Leadership Foundations: A Dialogue at the Front." Sterrett facilitated the 24-session program aimed at supporting a culture of increasing responsibility and teamwork among supervisors and within teams.

The lean training, set-up reduction project, and leadership training all produced excellent results for Continental Teves. Machine and line capacities

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

increased, as did the company's sales. Additional cost reductions in labor yielded a net increase in profits, and more on-time deliveries increased customer satisfaction. Most importantly, noticeable improvements in employee morale and hierarchical relationships have produced a better workplace environment for all the company's employees.

### **Results:**

Increased line and machine capacity levels by almost 20,000 more parts per year.

Increased sales capacity by \$367,000.

Reduced labor costs by \$44,000.

Decreased cycle times to improve rate of on-time deliveries.

Improved employee morale, supervisors' relationships with direct reports, problem solving amongst teams, and trust between management and employees.

### **Testimonial:**

"Continental Teves - Culpeper began its lean manufacturing journey about two years ago and has been using the services of Virginia's A.L. Philpott Manufacturing Extension Partnership to help facilitate us along that path. To date we have trained 80 percent of our workforce in Lean 101. We have also trained teams in value stream mapping, mistake proofing, leadership foundations, and set-up reduction. The team that worked on reducing the changeover time on CNC machines was made up of associates across all three shifts and had team members from Engineering, Quality, and Manufacturing. These types of projects are helping the plant maintain its competitiveness as well as building a workforce that looks for waste elimination and quality improvements."

Steve Sautel, EBS Manufacturing Manager